The effect of talent management on organizational identification: Field study on the Office of Innovation Support, Technology Transfer and Marketing at Al-Azhar University (TAICO) - Arab Republic of Egypt

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Abstract: The current research aims to examine the impact of talent management on the organizational identification. The research was conducted in the Office of Innovation Support, Transfer and Marketing of Technology at Al-Azhar University. The importance of the research is derived from the need of investigated organization to apply effective talent management which maximize benefiting from talents. The research problem was represented in the following inquiry: Does talent management have an impact on organizational identification of members and coordinators of the Office of Innovation, Technology Transfer and Marketing (TAICO) at Al-Azhar University? The research attempted to test the validity of the following hypotheses: There is a high level of practicing talent management in the investigated organization, -There is a high level of practicing organizational identification in the investigated organization. -Talent management has a significant positive impact on organizational identification. The number of members and coordinators of the TAICO office reached 37 people, yet 32 of them were listed at 86%. The research relied on the Analytical descriptive method. Some statistical methods were used, including the Pearson correlation coefficient and the T-test, as well as the simple regression test to determine the correlation and impact relationships. Moreover, results showed that talent management obtained a low estimation with mean of 2.36, also, the mean of organizational identification was 2.40. Results indicated that there was a significant effect of talent management on organizational identification, as T value reached 9.628, which was significant at 0.01 level. The research recommended the necessity of adopting effective talent management strategies to discover talented people, observe their development and direct them in the right direction, and also conducting a periodic evaluation that shows the extent of the development of those talents and finding common values and goals between the members and the TAICO office, in a way that contributes to enhancing organizational identification.

Keywords: talent management, organizational identification, TAICO.

أثر إدارة المواهب على التماثل التنظيمي: دراسة ميدانية على أعضاء ومنسقي مكتب دعم الابتكار ونقل وتسويق التكنولوجيا بجامعة الأزهر (التايكو) - جمهورية مصر العربية

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الملخص: استهدف البحث الحالي التعرف على تأثير إدارة المواهب على التماثل التنظيمي، وتنبع أهمية البحث من حاجة المنظمة محل الدراسة لتطبيق إدارة فعالة للمواهب بما يعظم الاستفادة من تلك المواهب، وقد تمثلت مشكلة البحث في التساؤل التالي: هل تؤثر إدارة المواهب على التماثل التنظيمي لأعضاء ومنسقي مكتب دعم الابتكار ونقل وتسويق التكنولوجيا بجامعة الأزهر؟ سعى البحث لاختبار

مدى صحة الفروض التالية: هناك مستوى مرتفع من ممارسة إدارة المواهب في المنظمة محل البحث، هناك مستوى مرتفع من التماثل التنظيمي في المنظمة محل البحث؟، تؤثر إدارة المواهب تأثيرا معنويا موجبا على التماثل التنظيمي في المنظمة محل البحث. اعتمدت الدراسة على الأسلوب الوصفي التحليلي، وقد تم جمع البيانات من خلال توزيع قائمة استبيان على مفردات مجتمع البحث والذين بلغ عدد 37 شخصا وتم استرداد 32 قائمة بنسبة استرداد بلغت 86%، وقد تم استخدام بعض الأساليب الإحصائية ومنها معامل ارتباط بيرسون واختبار T، وكذلك معامل الانحدار البسيط لتحديد علاقات الارتباط والتأثير. وقد توصلت الدراسة إلى عدة نتائج منها ان واقع ممارسة كل من إدارة المواهب والتماثل التنظيمي كان منخفضا، حيث بلغت قيم المتوسط الحسابي لكل منهما 2.36 لإدارة المواهب، 2.40 للتماثل التنظيمي، كما تبين وجود تأثير معنوي موجب لإدارة المواهب على التماثل التنظيمي، حيث بلغت قيمة T 9.628، وهي معنوية عند مستوى 0.01، وقد أوصى البحث بضرورة تبني مركز التايكو لاستراتيجيات فعالة لإدارة المواهب تؤكد على اكتشاف أصحاب المواهب، ومتابعة تطورهم وتوجيههم في الاتجاه الصحيح، وإجراء تقييم دوري يوضح مدى تطور تلك المواهب، وأوصى كذلك بضرورة ايجاد أهداف وقيم مشتركة بين الأفراد والمنظمة بما يعزز الشعور بالولاء والتقارب ومن ثم التماثل مع المنظمة.

الكلمات المفتاحية: إدارة المواهب، التماثل التنظيمي، التايكو.

Introduction

Talent management is one of the most effective strategies that form an integral part of development programs. Organizations should focus on talent management as to achieve and face the challenges of complex environmental conditions that require possessing unconventional capabilities and distinct talents that are difficult for competitors to imitate. Talent management is the biggest challenge facing organizations in the global environment, and in light of globalization that has swept all countries of the world, anxiety about the scarcity of talents is almost a global concern, as organizations all over the world compete for the same set of talents, the effort made to obtain talents It has become more difficult in the knowledge economy, where the increasing demand for talent, and if there are many organizations realize the importance of the relationship between human resource efficiency and the success of organizations, however many of these organizations do not realize the appropriate means to reach a state of congruence and identification between individuals and an organizer Charges, which imposes on the management of organizations to adopt an integrated approach to talent management contribute strongly to support the effectiveness of organizations and enhance their chances of success by achieving congruence and identification between the workers and their organizations. (Moghtadaie and Taji, 2016, pp.781-790) emphasized the positive relationship between talent management and improving the organization's performance. So Talent management can be an opportunity to enhance an individual's association with his organization as it creates the climate to develop his skills and talent until the individual reaches the degree of identification with the organization. Organizational identification between the individual and the organization expresses a strong affection that links the individual to the organization, which makes him refuse to abandon it despite the many options and temptations around it. Organizational identification pushes individuals to harmonize in their behavior to achieve organizational goals and also makes them provide their best skills and experience in order to support their organization (Salman and Saleh, 2015, pp.238-268).

Research problem

Through the observation and the analysis of the results of the studies conducted in the environment of Arab organizations, it was found that there is ambiguity in the concept of human talent management (Abdullah 2013, p. 150). Also, studies of (Salman and Saleh 2015, p. 264); (Al-Zoubi 2013, p. 74) pointed out that the diversity in the application of organizational identification may - somehow - be due to the absence of good management of talents and also the inability to invest the capabilities and skills of individuals. (Ahmed, 2016, pp. 28-36) concentrated on the weakness of organizational loyalty (as one of the dimensions of organizational identification) among workers that may lead to drive talented individuals to leave. Also, the results of (Al-Ferjani, 2014, pp.299-333) study showed that the development of talent in universities falls in the low range and does not rise to the appropriate level. So we can formulate the research problem in the following words" investigating the impact of talent management on organizational identification of members and coordinators of the Office of Innovation, Technology Transfer and Marketing (TAICO) at Al-Azhar University.

Research questions

1- What is the level of talent management application?

2- What is the level of organizational identification practice?

3- Does Talent management have impact on organizational identification of members and coordinators of the Office of Innovation, Technology Transfer and Marketing (TAICO) at Al-Azhar University?

Research hypotheses

Based on the literature review and research problem, we proposed the following hypotheses:

H1: There is a high level of practicing talent management in the investigated organization.

H2: There is a high level of practicing organizational identification in the investigated organization.

H3: Talent management has a significant positive impact on organizational identification. The following sub- hypotheses are derived from this assumption:

H3a: Talent management has a significant positive impact on dimension of loyalty.

H3b: Talent management has a significant positive impact on dimension of similarity.

H3c: Talent management has a significant positive impact on dimension of membership.

Objectives of the research

The objectives of the research were: 1-Determining the level of practicing talent management in the investigated organization.2- Determining the level of practicing organizational identification in the investigated organization. 3-Determining the impact of talent management on the organizational identification of workers in the investigated organization.

The importance of the research: The importance of the research stems from the following aspects:

1- importance of talent management and the organization's need to adopt a talent management system capable to invest and maximize benefit from employees.

2- The need to achieve distinct levels of affiliation and loyalty to organizations and also reaching the status of organizational identification that flows in the direction of achieving organizational goals

3- The importance of the application field, which is the Center of Innovation Support at Al-Azhar University and it also comes from its vital role in activating the university's role in transferring scientific innovations and achievements into practice.

Research limits:

Data was collected in the period from the first of December 2019 to the end of February 2020.Furthermore, the study also was applied on all members and coordinators of the Office for Innovation Support, Technology Transfer and Marketing at Al-Azhar University in the Arab Republic of Egypt (TAICO).

Research methodology

Research method: The analytical descriptive approach, which was used, tackles the phenomenon as it is, but it is not limited only to describe the phenomenon, but also it seeks to analyze and explain the dimensions of the phenomenon and to stand on its implications.

Population and sample: The participants of this research were all members and coordinators of the Office for Innovation Support, Technology Transfer and Marketing at Al-Azhar University in the Arab Republic of Egypt (TAICO), as the number reached 37 individuals, 32 responses were included in the final statistical analysis with a response rate of 86%.

Statistical methods: Data was analyzed using Statistical Package of Social Science (SPSS).For this research, the researcher conducted a descriptive analysis of the data variables. We used (t) test in order to investigate the validity of the first and second hypotheses, Pearson correlation to measure the strength of association among the variables of this research (talent management and organizational identification) and their dimensions and also the direction of the association. In addition, the researcher used simple regression analysis to test the hypotheses and the relationship of the independent and dependent variables in order to identify whether the talent management predicts the organizational identification of the research.

Research variables: independent variable, which includes talent management in its three dimensions: (attracting talent- talent development –talent maintenance**). Dependent variable**: includes

organizational identification in its three dimensions (Organizational loyalty-Organizational similarity -membership).

Research Instrument and Data collection: A Questionnaire has been designed and given to the employees. Likert scale was used to measure the responses which depend on 5-points ranging from 1(never) to 5 (always). The 17-items were used to measure talent management. It tests three dimensions (attracting talent- talent development –talent maintenance). The 17-items were used to measure organizational identification. It also tests three dimensions (Organizational loyalty-Organizational similarity -membership).

Validity and reliability of the instrument: To verify the validity of the study tool, the internal consistency of the items was calculated and it was found that there was validity of internal consistency between the sub-dimensions and the questionnaire as a whole where the value of the Pearson correlation coefficient was 0.99 and it was significant at the level of significance 0.01 as well. Reliability Coefficient for the Scale was also calculated using the Cronbach's Alpha test for the scale as a whole and for the dimensions that form the scale. It was 0.98 for the questionnaire as a whole. Table (1) shows the values of validity and reliability of the questionnaire and its dimensions.

Table (1): validity and reliability for questionnaire and its dimensions

Item	Validity	Reliability
Talent attracting	0.993	0.978
Talent development	0.994	0.979
Talent maintenance	0.977	0.947
Loyalty	0.991	0.981
Similarity	0.991	0.984
Membership	0.971	0.918
Questionnaire as a whole	0.991	0.984

Previous studies

1- Study of (Alluqan, 2020, pp.67-134) aimed at developing a proposed concept for talent management in Saudi universities as an approach to achieving strategic leadership from the viewpoint of faculty members and administrators. The study relied on the descriptive survey approach and the study was applied to a sample of 401 individuals. The results showed that the degree of Practicing Talent management in Saudi universities as an entrance of Strategic Entrepreneurship was Medium. The study findings showed statistical significant differences in the Talent management in Saudi universities as an entrance of Strategic Entrepreneurship due to the difference in (gender, job nature, Job title, and years of service at the university.)

2- The study of (Hamood, 2016, 77-116) aims to shed light on the role of talent management in making an organizational change. The research was applied to 140 leaders of Iraqi colleges. The results showed that the colleges of the research sample suffer from problems in some of the basic activities for talent management that it formed dimensions for it in the current research, and most of these problems were focused on dimension of attracting talent and its sustainability, yet the reason for this is the colleges lack of interest by in the factors that support these dimensions or activities, as the results show that talent management has an effect on organizational change, either directly or through most dimensions of creative thinking.

3- A study (Vural, Vardarlier, and Aykir, 2012, pp. 340-349) aimed at researching the impact of talent management policies on employee commitment and the study conducted a sample of 123 of each of the managers in the upper and middle management, and also the study concluded that talent management that achieves integration with human resources policies and performance systems has a positive impact on employee commitment.

4- Rajpreet Study, (2013, 61-70) aimed to shed light on the ways in which the organization can practice talent management, and the study was applied to a sample of 220 workers at shops, yet the study found that applied programs of talent management led to the creation of the work culture that enhances the value of workers and reduces the rates of leaving the job. The results also indicated that talent management programs led to the identification of the weaknesses and strengths of workers.

5- Al-Jarrah and Abu Dawla (2015, pp. 313-285) The study sought to identify the effect of applying talent strategies in enhancing organizational affiliation, and a sample of 300 faculty members was conducted in the official Jordanian universities. The study found that the level of applying Talent management strategies in the universities in question came with a medium degree, as well as the level of organizational affiliation with a medium degree, as the results showed a positive direct correlation between the level of application of talent management strategies and the level of organizational affiliation.

6- Study of Al-Shalaby, (2019, pp.19-65).The purpose of this study is to identify the effect of organizational identification on organizational creativity in public Jordanian universities, and to clarify the moderating role of talent management on this relationship. In order to achieve this goal, a questionnaire is designed and distributed in public Jordanian universities focusing on academic members. The responses from a sample size of (402) out of (6931) members in public Jordanian Universities was verified, validated and analyzed using SPSS software Package. The results of this study indicate that organizational identification by its dimensions has no significant effect on organizational creativity connecting with management, self- estimate, values and goals, and Connecting with colleagues do not appear to be significant in organizational innovation.. Additionally, the results reveal a significant role of talent management on the relationship between organizational

identification and Organizational creativity. The study showed a statistically significant impact of talent management in improving the impact of connecting with management, self- estimate, values and goals, and connecting with colleagues on organizational creativity in Jordanian public universities.

7- Study of (Jensen, Ravn, and Christensen, 2018, pp.272-305) aims to map existing literature about talent identification, talent development and development of expertise in the domains of surgery, sport and music in the period of 1985-2014. A total of 242 studies, divided in the four domains of surgery (69 studies), sport (115 studies), music (34 studies) and cross-disciplinary studies (24 studies) published in the period 1985-2014 were included. This study suggests that research in surgical education may benefit from broadening its view on talent by including psychosocial variables and environmental, demographic and structural influencers when considering how surgical talent may be identified and developed.

8- Study of (Lee, Park, and Koo, 2015, pp.1-32) seeks evidence of the argument that Organizational identification has a unique value in explaining individual attitudes and behaviors in organizations, as it involves the essential definition of entities (i.e., individual and organizational identities). The study achieved its goal by examining how this identity-relevant construct functions in the nexus of attitudinal/behavioral constructs. The findings show that, first, organizational identification is significantly associated with key attitudes (job involvement, job satisfaction, and affective organizational commitment) and behaviors (in-role performance and extra-role performance) in organizations. Second, organizational identification has a direct effect on general behavior above and beyond the effect of general attitude. Third, the effects of organizational identification are moderated by national culture, a higher-level social context wherein the organization is embedded, such that the effects are stronger in a collectivistic culture than in an individualistic culture.

Comment on previous studies:

Based on the analysis of previous studies, it is clear that they dealt with the issues of talent management and organizational identification and their relationship to many of the organizational variables such as job satisfaction, organizational affiliation, organizational creativity, employees' performance and organizational commitment. also it can be said that the current research, somehow, benefited from those studies in establishing a universal perception of the subject of the study, whether in theory or in relation to formulating the research problem, and preparing the research tools upon which the study relied, additionally, they did not address the direct relationship between organizational identification and talent management in its three dimensions (attracting talent, developing talent, retaining talent). The current study is based on researching the relationship of talent management with organizational identification in an office Supporting innovation, transfer and marketing of technology at

Al-Azhar University in the Arab Republic of Egypt, which was not covered by previous studies, so this study comes within the framework of completing the research effort for those studies.

Literature review

Talent management

The interest in talent management began in the nineties of the twentieth century, and is still receiving the attention of many researchers. The concept of talent war was first proposed by consulting firm Mckinzey. In a survey conducted by the company it was found that the percentage of young people eligible to enter the labor market in Europe will be low. This low percentage has led to an increasing trend towards enhancing the value of talent owners, so that they are considered one of the sources of creating competitive advantages, which means the organizations 'need to focus their efforts on attracting and retaining talent. According to the definition (CIPD, 2009, p. 2), talent management refers to the organized effort to attract, develop, integrate, maintain, and deploy those individuals who may each be an addition to the organization, and (Li, Davos, & Daudi, 2008, p. 34) believe that talent management is a process focused on implementing a series of integrated strategies designed to improve the hiring and development process of people, retaining those with the requisite skills, and preparing to meet current and future organizational needs. While (Hammoud, Hussein, Jiyad, 2011, p. 99) believe that talent management is the interaction of a set of integrated practices and systems related to attracting, maintaining, and developing workers with the required skills in line with achieving the strategic direction of the organization, which was confirmed by both (Al-Hamidi and Al-Tayeb, 2011, P. 5) who believe that talent management in its essence is a process of developing, unifying and integrating between focusing on the capabilities and talents of employees to achieve competition, develop new workers and maintain existing workers, and attract talented people with high experience to work in the organization, but (Abdullah 2013, p. 150) believes that there is ambiguity in the talent management concept of workers at the Islamic University of Gaza, and accordingly it can be said that talent management is a comprehensive approach that aims to optimize the exploitation of human capital, enabling the organization to achieve short and long-term results, through the processes of attracting, developing and distributing talents in accordance with the goals of the organization. Talent management is the most significant challenge facing organizations, as all of these organizations compete to include and retain talented people in order to improve their competitive position, in recognition of the impact of talent management on many different organizational variables.

The relationship between talent management and human resources

Iles, Chuai., and Preece (2010, pp.125-145) presented their points of view regarding relationship between talent management and human resource management as follows: 1. Talent management is not

fundamentally different from human resource management: It includes all the activities of human resource management and therefore it can be said that talent management is a rebranding term of human resource management, which has changed from the traditional term to a new concept. This new label of human resource management has focused on how to manage talents strategically. 2. Talent management includes human resource management with a specific emphasis: talent management uses the same instruments as human resource management and organizational development, but talent management emphasizes on talented people, accordingly, the focal point is "talent pool", both internal and external of the organization.3. Talent management concentrates on proficiency development through managing the progression of talents within the corporation. Their focus is on talent flows instead of talent pool. Talent management programs are created to provide talent pools in order to supply certain job categories and to focus on the development of specific individuals who are qualified to create succession in the organization. Additionally, Collings and Mellahi (2009, pp.304-313) also argue that the main difference between strategic human resource management and talent management is that the former focuses on all employees. However, strategic talent management tends to focus on "those incumbents who are included in the organization's pivotal talent pool and who occupy, or are being developed to occupy, pivotal talent positions" (Collings & Mellahi, 2009). They further assert that it is difficult to distinguish between talent management and human resource management as they both focus on managing all employees except the former focuses on all talented employees (including poor as well as top performers).Also, Dejoux, (2015, p.26) mentioned that talent management is not intended to serve only talented individuals who possess high abilities and distinct skills, but also it cares about all employees, whatever their qualifications and whatever their job levels, they are all considered. The staff which are talented and have outstanding abilities worthy to be explored and developed, as well as individuals with rare skills, i.e. talented people are those who were chosen and an eye was kept on their capabilities in order to invest them. She considers that everyone can provide added value to the institution and serve it in a spirit of responsibility Sincerity deserves to be ranked with the talented, just as talent management works at the same time to survey the labor market by exploring external talent and choosing the most effective way to attract and Invest them. Also she believed that competency management identifies highly qualified individuals and employs them in suitable professions.Moreover, the strategy is also based on the principle of collective development through improving motivation systems, meeting training needs, etc., but the weakness of competency management is that it takes into consideration the distinguished individuals, while talent management exceeds these limits and works on the principle of individual development so that it focuses on these distinguished individuals and tries to observe the reasons for their distinctiveness. The researcher believes that the organization should direct attention to all individuals and provide ways to develop their capabilities because everyone has distinct capabilities in a certain field and at the same time the

organization must give more focus to those with distinguished talents so that the value of those talents maximizes.

Talent management dimensions:

Talent management has three dimensions that are the basic talent management strategies (Beheshtifar, Nasab, and Moghadam, 2012, pp. 227-234) which are:

1- Attracting talent: It includes all matters related to attracting individuals with a distinct level of skills and determining the type of people that the organization needs, and who represent one of the most important aspects of investment for the organization. The organization also determines the needed type of talent in order to bring about organizational development and also determines people who will be chosen. Furthermore, establishing a superior company brand can be very difficult so companies must think creatively besides their need to bring the best to the organization. More than hiring the best companies in the world all the time. They are constantly looking for talent, in other words, they are not just hiring when the center opens, they hire when they find talent. This does not mean that they are not focused on talent development; they may hire talent when they find it and work on training it inside the company at the highest levels attitudes (Poorhsseinzadeh and Subramanian, 2012, pp.12524-12533).

2- Talent development: This dimension includes everything related to learning and development processes. Individuals here need to draw a clear path for the field of work and to know how to make progress in it. The organization also needs to invest human resources in a way that can enhance expectations and needs, and perform a process which develop talents in order to exchange tacit knowledge from old individuals to new individuals, which means the organization's retainment of its expertise and the skills of its members. Talented people are very ambitious and anticipate a major development in their careers and ask the organization's help to make it comes true. Thus, they will remain in the company only if the employer gives them every opportunity to develop their potential. So retention revolves around motivation, commitment, career investment, career project and reward as well, which doesn't just mean money (Kibui, 2015, p.37).

3- Talent maintenance: The goal of any organization is not only to hire employees but also to maintain, develop and retain this workforce. Organizations must put in place effective mechanisms to retain the workforce to retain their employees (Kibui, 2015).Job standards that embody your culture, and organizational values can help you attract and retain the staff you want. In addition, job standards always help to enhance your culture to ensure your right. The people in your team (Mangusho, Murei, &Nelima, 2015, pp.191-199).When the organization succeeds in attracting talents and attaching them to the desired sites and tasks, the next step must be knowledge or awareness, which is keeping the talents, and setting standards to encourage

individuals to stay in the organization for the maximum possible period of time, exchanging talents of the organization taking with them Skills and expertise is something that costs the organization a lot of losses. (Ortlieb, and Sieben, 2012, pp.1688-1704) suggest the following talent retention strategies: - Monetary and non-monetary incentives through increasing salaries and variable wages, assigning responsibilities and providing opportunities for progress in work. -Rules and values in the sense of merging with the goals of the organization and instilling a sense of belonging. -Obligation through work organization contracts with penalties for leaving the company. - Appointing new people from inside or outside the organization. -Knowledge management by making available methods of obtaining knowledge, using information technology and specialized systems, and exchanging experiences.

Organizational identification

The concept of organizational identification: (Milton and Westphal, 2005, pp.191-212) believe that organizational identification is the process of identifying an individual with the same characteristics in which he /she and the organization believe in whether positive or negative. And from the viewpoint of Johnson, Johnson, and Heimberg (1999, 159-170), organizational identification is characterized by some characteristics, including that it has fixed roots in the beliefs, attitudes, feelings and behavior of individuals in the organization, and this in turn determines the nature of communication in the organization, as it is strongly related to the social aspects of the organization, and also it is considered as an essential basis for staff to take for regulatory decisions. Carmeli, Gilat, and Waldman (2007, pp. 972-992) believes that organizational identification expresses a feeling of psychological integration and belonging to a particular organization and even conveys a sense of being a part of this entity, such as identifying itself through its membership in the organization, and the concept of organizational identification has become attractive to researchers recently, due to two main reasons: first, the belief that organizational identification is of central importance in recognizing the relationship between the organization and the workers (Vaughn, 1997, pp. 119-139), and the second reason is the belief that organizational identification has many benefits for the organization and individuals (Edwards and Peccei, 2007, pp. 35-57).Johnson, et al., (1999) believe that identification is a basis for forming an individual's identity as he/she adopts a certain identity and accordingly is more connected and understanding so that it would exceed the differences considering the aim of reaching points of contact with others, so the person who is identical with his organization adopts its interests. Moreover, identification represents the organization in its relations with others, and this view may be reinforced by (Qureshi, Shahjehan, Zeb and Saifullah, 2011, pp. 348-3456) that organizational identification is an essential indication of individuals practicing organizational citizenship behaviors and accordingly, it can be said that organizational identification represents the process of creating internal and external convictions that take place through a merging of individuals with the wishes

of the organization, which in turn leads to the occurrence of a state of identification in which the individual realizes the goals of the organization and adopts its vision as if they were his personal vision and goals. Boroş (2008, pp.1-27) mentioned that Strong organizational identification occurs when, (1) one's organizational identification is more salient than alternative identities, and (2) his or her self-concept has many of the same characteristics he or she believes define the organization as a social group. The members of an organization are said to become attached to their organization when they incorporate the characteristics attributed to the organization into their self-concept.

Dimensions of Organizational identification: Cheney (1982, pp. 342-362) studied organizational identification through the following dimensions: Organizational loyalty: This dimension expresses enthusiasm for achieving the organization's goals, defending them, supporting them and emulating the behavior of other members. Organizational loyalty is the employee's sense of loyalty and support for the organization and the goals it seeks to achieve as well (Ghannam and Taamneh, 2017, pp.1026-1034).

Organizational similarity: This dimension indicates an individual's awareness of the existence of characteristics, values, and goals shared with other members of a certain group or organization. Moreover, the individual sometimes realizes the similarity between him and a group or other individuals, and this similarity may not be clear enough; however, individuals do not resemble all the characteristics of the organization. In addition, (Solan and Ruppin, 2001, pp.18) indicated that individuals accept and absorb the beliefs and organizational values most similar to them.

Membership: This dimension reflects the degree to which the individual realizes himself and defines himself through membership in the organization. It is a psychological feeling that stems from the same affiliation and pride as being a member of this organization (Ghannam and Taamneh, 2017, pp.1026-1034).

Analysis of Hypotheses

H1: There is a high level of talent management practice in the investigated organization. To test this hypothesis, (t) test was used as shown in the following table:

Table (2): T test for talent management variable

Variable	Number of items	Mean	S.D	T	Sig.
Talent management	17	2.36	1.39	2.567	0.015

It is clear from the previous table and through the (T) test of the sample that the value of the arithmetic mean (2.36), which indicates the presence of a low level of talent management. The value of (T) has reached (2.567) at the level of significance (0.05), which means rejecting the first hypothesis.

H2: There is a high level of practicing organizational identification in the investigated organization.

To test this hypothesis, (t) test was used as shown in the following table:

Table (3): T test for Organizational identification variable

Variable	Number of items	Mean	S.D	T	Sig.
Organizational identification	17	2.40	1.29	2.624	0.013

It is clear from the previous table and through the (T) test of the sample that the value of the arithmetic mean (2.40), which indicates the presence of a low level of talent management. The value of (T) has reached (2.624) at the level of significance (0.05), which means rejecting the first hypothesis.

H3: Talent management has a significant positive impact on organizational identification. The following sub- hypotheses are derived from this assumption:

H3a: Talent management has a significant positive impact on the dimension of loyalty.

To test this hypothesis, the simple correlation coefficients between talent management and loyalty were calculated.

Table (4): Correlation coefficients between talent management and loyalty

Variable	Test	Talent management	Loyalty
Talent management	Pearson correlation	1	9240.
	Sig.		0.000

The table shows that there are positive and significant correlations between talent management and loyalty at a level of significance less than 0.01 which verify the extent of the influence of talent management on the loyalty dimension. A simple linear regression analysis was conducted to determine the nature of this effect.

Table (5): A simple regression analysis of the relationship between talent management and loyalty

Variable	Summary of model				Model variance analysis			Constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.					
Loyalty	0.924	0.854	0.842	1.759	917.292	0.000	0.329	0.404	30.287	0.000

It appears from the table that talent management interprets about 0.85 of the variance in the loyalty dimension according to the R^2 coefficient as the value of (T) = (30.287) is significant at a level (less than 0.05), which indicates that the model can be trusted with a greater degree of confidence Of 95%, where the value of (F) of the model (917.292) was significant at a level (less than 0.05) which confirms the validity of the hypothesis.

H3b: Talent management has a significant positive impact on dimension of similarity. To test this hypothesis, the simple correlation coefficients between talent management and similarity were calculated.

Table (6): Correlation coefficients between talent management and similarity

Variable	Test	Talent management	Similarity
Talent management	Pearson correlation	1	**0.932**
	Sig.		**0.000**

The table shows that there are positive and significant correlations between talent management and similarity at a level of significance less than 0.01 which verify the extent of the influence of talent management on the loyalty dimension. A simple linear regression analysis was conducted to determine the nature of this effect.

Table (7): A simple regression analysis of the relationship between talent management and similarity

Variable	Summary of model				Model variance analysis		Constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Similarity	0.932	0.870	0.865	2.370	199.979	0.000	1.431	0.254	14.141	0.000

It appears from the table that talent management interprets about 0.87 of the variance in the loyalty dimension according to the R2 coefficient as the value of (T) = (14.141) is significant at a level (less than 0.05), which indicates that the model can be trusted with a greater degree of confidence Of 95%, where the value of (F) of the model (199.979) was significant at a level (less than 0.05) which confirms the validity of the hypothesis.

H3c: Talent management has a significant positive impact on dimension of membership.

To test this hypothesis, the simple correlation coefficients between talent management and membership were calculated.

Table (8): Correlation coefficients between talent management and membership

Variable	Test	Talent management	Membership
Talent management	Pearson correlation	1	0.922
	Sig.		0.000

The table shows that there are positive and significant correlations between talent management and similarity at a level of significance less than 0.01 which verify the extent of the influence of talent management on the loyalty dimension. A simple linear regression analysis was conducted to determine the nature of this effect.

Table (9): A simple regression analysis of the relationship between talent management and membership

Variable	Summary of model				Model variance analysis		Constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Membership	0.922	0.850	0.845	2.400	170.362	0.000	3.004	0.237	13.052	0.000

It appears from the table that talent management interprets about 0.85 of the variance in the loyalty dimension according to the R^2 coefficient as the value of (T) = (13.052) is significant at a level (less than 0.05), which indicates that the model can be trusted with a greater degree of confidence Of 95%, where the value of (F) of the model (170.362) was significant at a level (less than 0.05) which confirms the validity of the hypothesis.

The analysis of H3 stipulates that "Talent management has a significant positive impact on organizational identification ".To test this hypothesis, correlation coefficients were calculated between talent management and organizational identification as shown in the following table:

Table (10): Correlation coefficients between talent management and organizational identification

Variable	Test	Talent management	Organizational identification
Talent management	Pearson correlation	1	0.946
	Sig.		0.000

The table shows that there are positive and significant correlations between talent management and Organizational identification at a level of significance less than 0.01 which verify the extent of the influence of talent management on Organizational identification. A simple linear regression analysis was conducted to determine the nature of this effect.

Table (11): A simple regression analysis of the relationship between talent management and organizational identification

Variable	Summary of model				Model variance analysis		constant	Coefficient of the independent variable (B)	T	Sig.
	R	R2	Adj. R2	SE	F	Sig.				
Organizational identification	0.946	0.894	0.887	2.026	274.504	0.000	1.564	0.872	9.628	0.000

It appears from the table that talent management interprets about 0.89 of the variance in the loyalty dimension according to the R^2 coefficient as the value of (T) = (9.628) is significant at a level (less than 0.05), which indicates that the model can be trusted with a greater degree of confidence of 95%,

where the value of (F) of the model (274.504) was significant at a level (less than 0.05) which confirms the validity of the hypothesis.

Results:

- The descriptive analysis of the respondents illustrated that the mean of talent management was lower than 2.5., which means rejecting the validity of the first hypothesis.

- The results illustrated that the mean of organizational identification was lower than 2.5., which means rejecting the validity of the second hypothesis.

- It was found that talent management has a significant positive impact on organizational identification which means the acceptance of the third hypothesis.

- There are positive and significant correlations between talent management and dimension of similarity.

- There are positive and significant correlations between talent management and dimension of loyalty.

- There are positive and significant correlations between talent management and dimension of membership.

Discussion

In this research, the impact of talent management on organizational identification relationship was investigated. It was found from the results of the first hypothesis test that there is a low level of practicing talent management, which indicated a clear deficiency in the application of a good talent management system, which may be due to the lack of clarity in the concept of talent management or insufficient awareness of how to apply it and these results are consistent with the results of the studies of (Al-Momni, 2017); (Sharaf and Al-Mutairi, 2018); and a study of (Al-Harahsha and Al-Sharafat, 2019) while the results of the current study differ with the results of the studies of (Al-Aga and Al-Masry, 2017), the study results are one of the indicators that highlight the need to focus on attention to talent management. Also, the result of our research consistent with the results of the (Al-Ferjani 2014) study which showed that the development of talent in universities falls in the low range and does not rise to the appropriate level and does not achieve the aspirations of faculty members as well. The results of the second hypothesis indicate a decrease in the level of organizational identification among the respondents, and this result may be due to the weak individuals' sense of belonging to the organization due to incompatibility between them and the organization whether due to the lack of benefits, or due to the lack of material and moral appreciation received by individuals, and the results of the current study differ with the studies of each of (Al-kholayfat, 2006) ; (Al-Qaralah 2005) ; (Rashid 2003), and (Al-Sarayrah, p. 127, 2009) which have reached a high degree of organizational identification. The degree of the individual's identification with the organization reflects his/her degree of attachment to the organization. It can be

stated that a low level of organizational identification may not lead to the desired organizational outcomes. The results of the hypotheses test showed that there are positive correlations between talent management and loyalty dimension, and the former's impact on the last. Loyalty dimension reflects the support provided by the individual to the organization in order to achieve its goals. Preko and Adjetey (2013:51-62) mentioned that loyalty refers to employees who are committed to the success of the organization and believe that working for this organization is their best option. The significant impact of talent management on loyalty dimension can be explained by the interest in developing talent, developing the capabilities of individuals and giving them more skills in order to create the appropriate climate for an individual to be related to the organization. This is consistent with what (Preko and Adjetey) revealed that there is a psychological condition that shape employees' sense being loyal to an organization or not. Such as: meaningfulness, which defines how relevant is the work to the employee, this is also linked to the organization's ability to develop an individual's talent. Also Murali, Poddar and Seema, (2017, pp.62-74) reported that loyalty, can be affected by several factors, like benefits and pay, working atmosphere, and job contentment. Moreover employee loyalty is critical for organizations as continuous turnover can be very expensive. Additionally, in his study he specified that one of the most effective ways to improve employee loyalty is to make employees feel like they are a significant part of the organization. Our results confirm that talent management is one of the conditions that support individuals' loyalty to the organization. The results of the hypothesis test also indicated that talent management significantly affected the similarity dimension. Dimension of similarity expresses the individual's awareness of the existence of common values and goals with other members or the organization to which he/she belongs. This can be explained by the fact that if individuals can feel that organization appreciate their talents and their eagerness to develop those talents and also strive to retain those with talents, this will reinforce a sense of rapprochement in the characteristics between them and the organization and consequently will adopt the goals of the organization as if it were his personal goals. (Duncan, 2002, p.171) asserts that an individual who closely resembles his organization, in his beliefs about the organization will largely be positive in many aspects which leads to a harmonic atmosphere between individuals'dicisions and the goals of the organization. Results also indicated that talent management has significant impact on dimension of membership. Membership reflects an individual's awareness of himself through an association with the organization, as he identifies himself through his membership in the organization. This result can be explained by the fact that when the individual receives the necessary attention in his talent and skills, he will ensure his membership of the organization and feel that he is a member of this entity. Membership, which is meaningful to individual, leads personal identity to give way to social identity (Meşe, 1999) in (Yildiz, 2013, pp. 264-272). Social identity is -"knowledge of an individual concerning his/ her membership of a social group /organization which is emotional and meaningful to him/her" (Turner, 1982, pp.5-34).This may lead individuals to accept the decisions and directions of the

organization and achieve collective success for their conviction which is the success of the individuals themselves. This result is consistent with what (Tüzün and Çağlar, 2008, pp.1011-1027) confirmed that when the members of education organization obtain adequate and beneficial information related to their participation in duties and organizational jobs, their value perceptions of being organization member will increase. Hence, if workers of education organization acquire sufficient information concerning their roles, identification will strengthen. Results demonstrate that talent management has significant effect on organizational identification. The degree of the individual's identification with the organization reflects his/her degree of attachment to the organization. This result is in line with (Araújo and Davids, 2011, pp.23-25) who state that talented performance derives from a functional fit between the individual and the performance environment. This association with the organization is closely related to benefits provided to him/her by the organization, and among these benefits is the development of his/her talent and the provision of incentives and material appreciation and the meaning necessary to retain the talented people. This is consistent with what (Ahmed, 2016, pp.67-75) reached that professional development includes preparing the workforce with the training, knowledge, and tools that allow employees to perform at their optimal level. Also, study of (Brand & Kull, 2007 in Al-Anqary, 2012, pp.1025-1087) found that the organization's adoption of a policy of retaining talent leads to a sense of belonging and pride towards their organizations. It can be said that the success of the university in preparing qualified individuals to employ knowledge and expertise in a successful application is related to the interest in talents and their development in an effective way, particularly with increasing knowledge and technology that affects the current and future status of universities.

Recommendations:

The current study presented many recommendations as follows:

- The first recommendation is the necessity of adopting effective talent management strategies to discover talented people, observe their development, direct them to the right direction, and conduct a periodic evaluation that shows the extent of the development of those talents.

- The second recommendation is the necessity of activating the teamwork environment that creates opportunities for exchanging experiences, developing talents and abilities among individuals in addition to investing them for further learning and acquisition of experiences.

- The third recommendation is holding workshops and courses to train those responsible for how to activate talent management, in cooperation with the owners of successful experiences in this field, whether within the country or with distinguished institutions abroad.

- The forth one is finding common values and goals between the members and the (TAICO) office, in a way that contributes to enhancing organizational identification.

- The fifth recommendation is creating appropriate means to retain those with talents whether by the material or moral appreciation, through rewards and incentives and to provide talents with the necessary financial support in order to implement innovative ideas and visions which they — talented people - believe to be fruitful and useful.

- The sixth recommendation is motivating talented people by providing opportunities to obtain missions abroad and spreading their accomplishments through all possible outlets.

- The seventh recommendation is that the organizations must attribute the good results they achieve to individuals so that they develop a sense of loyalty and similarity.

Conclusion

To sum up, the fundamental goal of this study was to determine the impact of talent management on the organizational identification of members and coordinators of the Office for Innovation Support, Technology Transfer and Marketing at Al-Azhar University in the Arab Republic of Egypt (TAICO). The result of this investigation revealed that talent management has significant effect on organizational identification. Talent management was significantly related to all dimensions of organizational identification.

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Appendix:

Questionnaire items

	Items	always	often	Sometimes	rarely	never
1	When selecting individuals, the center concentrates on the elements of competence and excellence.					
2	The Center makes an effort to search for talented individuals and entice them to join it.					
3	The center is interested in discovering talents among its employees.					
4	Objective methods are used to determine an individual's suitability for the job.					
5	The center has mechanisms to discover talents and individuals' creativity.					
6	The center provides its members with the necessary internal periodic training.					
7	The center provides its members with external training opportunities.					
8	The center relies on objective criteria to assess the progress of members.					
9	The center encourages self-initiatives to develop the skills and capabilities of members.					
10	The center provides all the resources and needs required to enhance the creativity of its members.					
11	The center assigns individuals some innovative tasks and assignments.					
12	The center provides a suitable atmosphere for self-development.					
13	The center provides satisfactory rewards for the talented individuals.					
14	Individuals are promoted to positions according to their talents and competence.					
15	The center provides moral appreciation appropriate to those excellence and talents. with					
16	The center provides a work environment that ensures the maintenance of talented.					
17	The opinions of talented people are taken into consideration when making effective decisions.					

	Items	always	often	Sometimes	rarely	never
18	I feel proud to work in this center more than others.					
19	I work hard to achieve the goals of the center.					
20	I treat center problems as if it were my personal ones.					
21	I'm glade to work in this center.					
22	I feel discontent when someone criticizes the center performance subjectively.					
23	I like talking about the center's achievements with others.					
24	I would like to spend the remaining career in the center.					
25	I feel that there are similarities between my own values and the values of the center.					
26	I feel that the image of the center in society represents me greatly.					
27	There are common interests between me and coworkers in the center.					
28	I make sure that my decisions are consistent with the goals of the center.					
29	The image of the center reflects my ambitions.					
30	I talk about myself by saying that I work in this center.					
31	I believe that my correlation and belongingness to the center will not end by the end of my service.					
32	I really feel concern with the future of the center.					
33	I feel that belonging to the center affects my personality.					
34	I can describe the center's climate as a family climate.					